

| Report of  | Meeting | Date                           |
|--|---------|--------------------------------|
| Director (Change and Delivery)<br>((Introduced by Executive<br>Member (Resources)) | Council | 15 <sup>th</sup> November 2022 |

## Chorley Council Corporate Strategy 2022/2023

|                              |    |
|------------------------------|----|
| Is this report confidential? | No |
|------------------------------|----|

|                       |                |
|-----------------------|----------------|
| Is this decision key? | Not applicable |
|-----------------------|----------------|

### Purpose of the Report

- To seek approval for the refresh of the Corporate Strategy 2022/2023.

### Recommendations

- That the Corporate Strategy 2022/2023 be approved.

### Reasons for recommendations

- To ensure that the Corporate Strategy reflects the needs of the borough and that council resources are directed towards key priorities.

### Other options considered and rejected

- The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

### Executive summary

- The report provides a summary of the performance of the Corporate Strategy in 2021/22 and the changes proposed as part of the Corporate Strategy refresh for 2022/23.
- Over the past twelve months the council has delivered major achievements for the borough, enabling a strong recovery from the pandemic and protecting residents and businesses from global economic challenges. We have supported communities with our cost of living action plan, provided grants and assistance for local businesses, and developed new opportunities. The future will present further uncertainty and challenges, but we will continue to respond proactively as a community leader for Chorley.
- Successful outcomes include completion of the renovations and re-opening of Astley Hall, significant progress with Strawberry Meadows to provide more space for businesses, and works to the town centre market encouraging footfall to support local traders. Access to housing has been improved through the development of a registered provider framework for the main social providers in the district, as well as targeted action to prevent homelessness. As part of transforming the way the Council

works, greater use of technology has been deployed to improve the customer experience including a new telephony system and better use of technology to manage waste and grot spots across the borough. A full summary of the achievements by priority is provided within this report.

8. The Corporate Strategy has been fundamental in guiding better outcomes for the borough in recent years. However, the context in which the Council operates has changed significantly and will continue to develop in response to emerging economic and political changes, including unprecedented levels of inflation. The Council is an ambitious and dynamic organisation that must adapt and respond to the needs of the borough as a community leader, maintaining a commitment to excellent services.
9. The Corporate Strategy for 2022 has undergone a complete review and refresh to reflect the future aspirations and intentions of the Council. Building on progress made in recent years, the strategy has been revised to focus on ensuring that Chorley is in the best possible position for the future. The Council is committed to addressing the issues that matter most for Chorley by delivering action to 'make it happen' so that everyone can thrive in a prosperous borough.
10. Key issues include housing, climate change, community resilience and wellbeing. The town centre, jobs and skills, events and activities for families to do also remain as central themes towards achieving prosperity for all. The four new priorities are:
  - Housing where residents can live well,
  - A green and sustainable borough,
  - An enterprising economy with vibrant local centres in urban and rural areas,
  - Healthy, safe and engaged communities.
11. Projects have been proposed to drive forward the delivery of the strategy across the borough to meet the needs of residents in both rural and urban areas. In response to challenges facing residents, specific new projects are focused around home energy, delivering the cost of living action plan and support services for families and young people. Major projects such as Tatton Gardens and Strawberry Meadows are set to open with further direct council action to bring forward affordable and appropriate housing. Delivery of the Economic Strategy will seek to support access to skills and support job creation, as well as assisting businesses to become more sustainable. Action to address and mitigate climate change is cross cutting to ensure that all activity reinforces a commitment to becoming net zero, with specific projects to support energy efficiency for homes and businesses, as well as work to investigate options for future energy creation.
12. The performance measures that help us to know how we are getting better and whether we are achieving our long-term goals have also been reviewed and updated. Six indicators have been amended and targets updated to reflect performance over the past months as well as to better align to future priorities. Three new indicators have been included to ensure a comprehensive view of performance across the year and reflect the new delivery programme.

### **Corporate priorities**

13. The report sets out refreshed Corporate Priorities for approval.

## **Background to the report**

14. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the coming years. The strategy sets out not only the Council's vision, priorities, and long-term outcomes for 2022/23, but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead.

## **Performance of the Corporate Strategy in 2021/22**

15. Progress in implementing the Corporate Strategy has been reported on a regular basis over the last twelve months. Work is undertaken to identify risks and issues and to address any areas where delivery is off track.
16. At quarter two, performance against the Corporate Strategy projects is excellent, with 79% (11) of the projects rated as green or complete. The scope and pace of delivery continues to reinforce the direction for the Council, driving forward ambitions for economic growth and supporting our communities.
17. A full review of the performance of the Corporate Strategy (including measures) has been completed and is summarised below.

### **A strong local economy**

18. Direct and effective business support has been critical to supporting the economy to recover from the pandemic. A range of activity has been delivered including grants, webinars, workshops and business advice sessions as part of a package of 'bounce-back' measures. Following engagement and dialogue with local businesses, the Economic Development Strategy has been approved by Council and will be delivered over the coming months as part of the refreshed Corporate Strategy. The Economic Strategy sets out a clear ambition and vision for Chorley, based on the local, regional and national context. The four priorities identified are: space for business, jobs and skills, employability and business support.
19. In the town centre, the 1498@The Markets development was completed ahead of the Chorley Live event providing an updated offer as part of a thriving local marketplace. This included the completion of cabin upgrades, communal seating, heating and lighting installed, and additional food and beverage cabins available for lease.
20. Strawberry Meadows employment site is due to complete within the next quarter. The employment site provides a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough. Marketing and interest in the facility is extremely positive with offers accepted from prospective tenants and only a small number of units remaining available.

### **Involving residents in improving their local area and equality of access for all**

21. Astley Hall has undergone an extensive two-year programme of renovations and restoration. The Hall reopened on Saturday 21st May following this investment of £1.3 million. Renovations included the restoration of the seventeenth century brick façade, restored tapestries and a new interpretation and visitor experience. As a heritage asset and local community venue, it played host to the G7 speakers conference on the world stage, showcasing Chorley with the associated benefits for tourism, the local economy, and residents' pride in where they live. The new pricing and business model have been implemented and as of quarter two, there have been 4,694 tickets sold, generating over £10k in revenue that will secure the building's long-term future and financial sustainability.

22. The programme to tackle climate change has moved forward and significant progress made against the target of planting 116,000 trees by 2025. Open space improvements have included the planting of 32,538 trees at Northgate Drive, Outterside Avenue, and Riverside Crescent and further giveaways put the current total at over 60,000 planted. As part of the seasonal planting programme, 55 mini meadows were planted to contribute to the biodiversity objectives at key sites such as Jubilee Recreation Ground, Chancery Road, as well as Wigan Lane. By the end of quarter three, the outcomes from the Climate Change Public Consultation and a Climate Change Handbook will be published, providing tips and guidance for individuals and households to support climate change objectives along with information on waste and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably.
23. A package of support has been developed and rolled out to support individuals who may struggle with accessing digital training and or devices. The purpose is to ensure that individuals are not excluded from accessing online services. UDevelop have been commissioned since quarter two and have already supported 43 people with essential computer skills, such as filling out online forms, registering for housing, online shopping, and registering on the My GP app. Over the next few months further sessions will be provided by UDevelop and promoted through local community networks, internal customer facing teams, as well as through social media with weekly sessions planned at both Chorley and Eccleston libraries during October. Funding has also been provided to Age UK for the procurement of tablets and pre-loaded sim cards. These will be distributed to our most vulnerable residents through referrals, ensuring that those groups who are traditionally digitally excluded can access essential online services and support.

#### **Clean, safe and healthy homes and communities**

24. Affordable housing remains a challenge and key priority for the Council. A Registered Provider Partnership Framework has been established with seven of the main registered social landlords. The framework sets out a strategic partnership between the Council and the providers who wish to develop within their boundaries. It sets out an agreed framework for the delivery of affordable homes secured through housing developer contributions (s106) and can provide the Council with direct control of the allocation of these affordable units, limiting the number of providers which operate outside the choice-based lettings system.
25. Tatton Gardens is nearing completion and will provide vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation units and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. The recreation ground has been formally re-opened, with the occasion being marked by an event which included children from Tatton Nursery and St James CE Primary School, who were invited to test the new play equipment. It is expected that work on the main building will be complete by late December / early January with overall completion, including external works and landscaping during February 2023, and the building available for occupation soon after.
26. Improvements to parks and open spaces have been delivered across the borough which include enhancements to Phyllis Nelson Memorial Garden, improvements at Riverside Crescent in partnership with Croston Together Community Group, Carr Brook Natural Flood Management Scheme, Cripplegate Lane Pond enhancement, tree works and planting to Northgate Drive and Wood End Road and the Wigan Lane Playing Pitch scheme which has created a well-drained, level playing field for use for

football and archery. There are further works currently being developed and undertaken which include a new play area to the Westway Sports Hub which will create a new lit pathway connecting the facility with Astley Village. Milestone Meadow Play Area and Foxcote Play Area are due to be complete before Christmas and works at Wigan Lane Archery Facility and King George V Pavilion have started on site, both to be completed by April 2023.

**An ambitious council that does more to meet the needs of residents and the local area**

27. The Council has an ambitious transformation programme which includes delivering an even better customer experience. The approach to improving the customer experience is to better use technology and redevelop the customer environment to effectively meet our customers' needs. A new telephony is being implemented which will enable customers to be directed more quickly through to officers who can provide specialist support. The programme will continue with a transformation road map to be developed and rolled out during the remainder of the project through to March 2023, to consider automation, system and process improvements, staff training and development.
28. Technology is being used to deliver street level improvements and tackle grot spot areas. Grot spots throughout the borough have been identified using data from historic service requests and reviewed against existing schedules to target resources. Using data from street litter bins on waste volumes the service is now able to review collection schedules to ensure they are effective and responsive to service demand.
29. Chorley and South Ribble Partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. Local businesses have identified key challenges around land supply, infrastructure and employment needs and their feedback has been used to shape the economic strategy recently approved by Council. By the end of the third quarter the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.

**Project Delivery**

30. As well as delivering major schemes, the 2021/22 Corporate Strategy included several projects that focused on progressing priorities over multiple years. The majority of projects will be completed within the year however there are a small number of projects that will continue with future delivery plans to be developed. It is proposed that four projects are carried forward into 2022/23 –Corporate Strategy:
  - Deliver affordable housing within the borough,
  - Open the Tatton Gardens Extra Care development and community facilities,
  - Deliver the Future Workplace Strategy,
  - Deliver Strawberry Meadows employment site.
31. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in Appendix C.

## Performance

32. The 2021/22 strategy also included 26 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, 75% of Corporate Strategy measures are performing on or above target or within the 5% threshold. Further details are available in the quarter two monitoring report, which was presented to Executive Cabinet in November.

## Development of the Corporate Strategy 2022/23

33. The Council has delivered significant achievements for Chorley in recent years in line with the priorities set out in the Corporate Strategy. Major development projects, community engagement and economic interventions have achieved better outcomes for residents, communities and businesses. The council has responded proactively to the pandemic by providing targeted support, grants and services to ensure a strong recovery, as well as taking action to mitigate the consequences of rising inflation for businesses and residents.
34. However, the context in which the Council operates has changed significantly and will continue to develop in response to emerging economic and political changes including rising inflation. The Council is an ambitious and dynamic organisation that must adapt and respond to the needs of the borough as a community leader, maintaining a commitment to excellent services.
35. The Corporate Strategy for 2022 has undergone a complete review and refresh to reflect the future aspirations and intentions of the Council. Building on progress made in recent years, the strategy has been revised to focus on ensuring that Chorley is in the best possible position for the future. Key issues include housing, climate change, community resilience and wellbeing. The town centre, jobs and skills, events and activities for families to do will also remain as central themes towards achieving prosperity for all. The four new priorities are:
- Housing where residents can live well,
  - A green and sustainable borough,
  - An enterprising economy with vibrant local centres in urban and rural areas,
  - Healthy, safe and engaged communities.
36. Each of the four priorities is supported by a number of commitments from the Council:

| Priority  | Commitment  |
|---|---|
| <b>Housing where residents can live well</b>      | <ul style="list-style-type: none"> <li>• Deliver affordable and green housing</li> <li>• Strive for good quality housing for all</li> <li>• Work with partners supporting new ways to prevent homelessness</li> <li>• Support our most vulnerable residents</li> </ul>  |
| <b>A green and sustainable borough</b>            | <ul style="list-style-type: none"> <li>• Work towards our commitment to be carbon neutral by 2030</li> <li>• Support waste reduction, reuse and recycling</li> <li>• Work with partners to retain natural habitats and improve air quality</li> <li>• Promote sustainable transport and infrastructure</li> </ul> |
| <b>An enterprising economy with vibrant local</b> | <ul style="list-style-type: none"> <li>• Support business growth and expansion across the borough</li> <li>• Work with partners to support skills development and</li> </ul>  |

| Priority                                     | Commitment  |
|--|---|
| <b>centres in urban and rural areas</b>      | innovation <ul style="list-style-type: none"> <li>• Work with partners to promote the district as a visitor destination and attract investment in our local service centres</li> <li>• Promote the green economy</li> </ul>   |
| <b>Healthy, safe and engaged communities</b> | <ul style="list-style-type: none"> <li>• Support and encourage active lifestyles and health and wellbeing</li> <li>• Support development of leisure services and facilities meeting the needs of residents</li> <li>• Deliver events and places to go for everyone</li> <li>• Ensure all residents of all ages can access the services they need, physically and digitally</li> <li>• Promote resilient, cohesive neighbourhoods by listening and responding</li> <li>• Work with partners to join up public services so that they make sense for everyone</li> </ul> |

## Projects

37. Project activity has been designed to build on successful delivery of major schemes in previous years, as well as refocusing activity to make headway on key issues such as housing and climate change. New projects have been included to support communities and businesses through the cost of living crisis including the cost of living action plan and energy support. The projects also continue to deliver on things that really matter for residents such as improvements to public transport and high-quality public services through transformation and partnership working. Together the programme of activity will ensure that the Council continues 'Making it Happen' for local places, communities and businesses.
38. The Council will accelerate the delivery of affordable homes through either direct development or acquisition as part of a commitment to providing high quality, green housing. Tatton Gardens will be opened to provide extra care that enables residents to live independently within local communities. Work will also be done to investigate flexible housing solutions to meet the needs of different communities and individuals across the borough, preventing homelessness. A household energy support scheme will be designed to support residents through the energy crisis and to contribute towards climate change objectives. The Local Plan is a key policy in setting out future development across our borough and this Corporate Strategy includes a project to progress the Local Plan towards publication of a draft plan in 2023.
39. Climate change is recognised as a major priority for the borough in terms of driving forward the net zero aspiration for Chorley. A variety of initiatives are proposed to ensure quick wins while putting in place the building blocks for longer term sustainable outcomes. Green spaces and local habitats around the borough including canals and waterways will be enhanced including more tree planting and wildflower meadows. Public transport networks will be improved including upgrades to bus shelters and investigation of green shelters. The Council will take measures to improve the efficiency of its own assets and buildings including the Town Hall and additional green charging points across the borough. As well as considering its own assets, businesses will be supported with energy adaptations through an energy audit and grant scheme as well as developing opportunities for green energy production.
40. Having an enterprising economy with vibrant local centres in urban and rural areas remains a top priority. Strawberry Meadows will be opened to provide a mix of office and light industrial space offering a range of options to meet the needs of businesses. More

roundtable events will be held in locations across the borough, including rural areas to fully understand the needs of all businesses right across the borough and support schemes will be reviewed to provide new grants for energy and start-ups. To ensure all local people have access to employment opportunities and to provide a future pipeline of talent for local businesses, an initiative will be developed and delivered as part of the recently approved Economic Strategy. Following the renovation and successful reopening of Astley Hall, further work will be undertaken to preserve the site for future generations and enhance the visitor experience as a premier attraction for the region. To strengthen the post pandemic recovery, local service centres including the town centre will be further improved with the potential for major development in line with the Levelling Up agenda.

41. The Council has a strong track record of supporting communities through community development and early intervention including social prescribing and close links with local GP's. Reinforcing support for local communities through challenging times is a primary focus over the next 12 months. To do this we will deliver the cost of living action plan which includes coordinating local community services and groups to address the needs of residents. We will also develop a community-based scheme to help families, parents and young people with a focus on getting children school ready so that they have the best possible start in life. To promote positive mental health and wellbeing, we will provide opportunities for communities to get together for activities or exercise making use of local facilities. Maintaining high quality council services is vital and action will be included to increase digital connectivity in rural areas, as well as work to continuously improve customer services so that all residents can access the services they need.
42. A number of the projects will contribute to supporting safe and healthy communities through providing pathways into diversionary and wellbeing focussed activities. This includes the health and wellbeing project, skills and jobs to ensure meaningful employment and family support to enable the best start. Activity will link closely with partners to identify issues and opportunities through engaging with residents.
43. The key projects that will be delivered under each priority, to support the Council to meet its commitments are:

| <b>Housing where residents can live well</b>        |  |
|---|--|
| <b>Deliver affordable housing</b>                   | This project will develop and implement a plan for development and acquisition of properties to deliver more high-quality affordable housing for Chorley residents.  |
| <b>Deliver flexible housing solutions</b>           | This project will understand the requirement for specific types of housing to support different needs such as transitional accommodation or specialist housing. The project will inform recommendations and actions to response to identified needs. |
| <b>Open the extra care scheme at Tatton Gardens</b> | Open the extra care scheme at Tatton Gardens to provide safe and secure self-contained accommodation for older adults who require varying levels of care and support to enable them to live independently in a home environment                      |
| <b>Implement a home energy support scheme</b>       | This project will provide energy advice and practical support to install energy saving measures, so that residents are able to address increasing energy costs and support action to tackle climate change.  |
| <b>Deliver the Local Plan</b>                       | Deliver the Local Plan to ensure the sustainable location of development and investment opportunities.   |



|  |  |
|--|--|
|  | Publication of the draft plan by August 2023.  |
| <b>A green and sustainable borough</b>   |  |
| <b>Deliver natural green initiatives</b>   | This project will include tree planting, development of 'green corridors', and working with partners to deliver improvements to local natural habitats around our canals and waterways.  |
| <b>Launch Sustainable Energy Package for Businesses</b>                            | This project will provide a package of support for businesses to undertake energy adaptations including an energy audit, recommending actions and potential grant support towards improvements.  |
| <b>Improve our council buildings</b>   | This project will deliver improvements to key buildings such as the Town Hall to create a modern environment and attractive workspace that supports a modern organisation.   |
| <b>Develop use of green energy in the Borough</b>                                  | This project will explore the feasibility of green energy production in Chorley. This will include investigating opportunities for energy production through water, hydrogen, wind and solar. It will also continue to deliver infrastructure improvements such as electric vehicle charging points. |
| <b>Deliver improvements to public transport networks</b>                           | This project will undertake a programme of bus shelter upgrades across the borough, improving the look and feel of the area and providing better facilities to encourage public transport. This will include 'green' bus shelters.   |
| <b>An enterprising economy with vibrant local centres in urban and rural areas</b> |  |
| <b>Open Strawberry Meadows</b>   | This project provides a mix of office and light industrial space for new and existing businesses, with a range of options for let between small 500sqft units providing a multitude of uses through to larger 5,000sqft units.   |
| <b>Continue Development at Astley Hall</b>   | This project will deliver improvements and phased renovation works to the wider hall complex of buildings and further improve the overall visitor experience.  |
| <b>Launch a Skills and Jobs Programme</b>  | Building on feedback from local businesses, this project will deliver initiatives to promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise.  |
| <b>Deliver improvements to local service centres</b>                               | This project will deliver physical enhancements to local service centres in line with Levelling Up funding.  |
| <b>Healthy, safe and engaged communities</b>                                       |  |
| <b>Increase digital connectivity in the rural areas</b>                            | This project will work through the rural prosperity fund to deliver improvements to broadband and digital connectivity in targeted areas where existing provision is poor.   |
| <b>Provide support for families and young people to start and live well</b>        | This project will develop with local partners, an enhanced social prescribing service that expands to target support at family and early years, taking an approach to early action and prevention.   |
| <b>Deliver the Cost of Living Action Plan</b>                                      | This project will deliver the cost of living action plan to provide a range of support and intervention including food and fuel poverty, debt and housing.   |

|  |   |
|--|---|
| <b>Deliver a health and wellbeing programme</b>          | The Council will work with local providers to develop a community-based health and wellbeing programme e.g. bootcamps or outdoor gyms that can provide support around mental health as well as physical health.   |
| <b>Deliver high quality, responsive council services</b> | This project will deliver a continued programme of improvement including work to share the Property and Assets service, implementation of the Customer Care policy to ensure high levels of customer satisfaction, and ongoing service improvement actions. |

## Measuring Progress

44. The strategy includes a suite of performance indicators that will be measured and reported against to demonstrate success and progress towards achieving the priorities and long-term outcomes. All the measures and targets have been reviewed and updated to ensure that they remain challenging to reflect council ambition. Consideration has also been given to performance in the current environment of pandemic recovery and economic challenge.
45. A significant number of indicators have been carried forward from the previous strategy as they remain relevant to the overarching objectives of the Council. Three new indicators have been added to reflect the refreshed strategies objectives priorities.
  - No. of Bus Shelters Improved,
  - No. of Trees Planted,
  - Number of Business Engagements by the Council.
46. One indicator is proposed to be removed as programmed activity is linked to a current corporate strategy project and it is due to come to an end during 2023. However, whilst it will not be collected and reported within the quarterly monitoring report it will continue to be collected locally by the service responsible as activity is programmed to continue into 2023. The indicator to be removed is:
  - Number of people who have successfully completed basic digital skills training

## Proposed Corporate Strategy Indicators

| Priority  | Indicator  | Frequency  | Target                          |
|---|--|------------|---------------------------------|
| Housing where residents can live well                                       | No. of long-term empty properties in the borough   | Quarterly  | Less than 150                   |
|   | % of households living in fuel poverty   | Annual     | Better than Regional Avg.       |
|   | No. of affordable homes delivered  | Annual     | 111                             |
| A green and sustainable borough   | No. of Bus Shelters Improved   | Bi- Annual | NEW (target to be profiled)     |
|   | No. of Trees Planted   | Bi-Annual  | 23,350                          |
|   | No. of improvements to parks, open spaces and playing pitches linked to strategy delivery                              | Quarterly  | 10 (annually)                   |
|   | % of household waste sent for reuse, recycling or composting   | Quarterly  | Better than same time last year |
| An enterprising economy with vibrant local centres in urban and rural areas | No. of projected jobs created through Chorley Council support or intervention  | Quarterly  | 50                              |
|   | The % of 16-17 year olds who are not in education, employment or training (NEET)                                       | Quarterly  | 3%                              |
|   | No. of people who participate in a volunteering opportunity (as a result of an intervention by the Employment Service) | Quarterly  | 18                              |
|   | No. of Business Engagements by the Council   | Quarterly  | NEW (target to be profiled)     |
|   | Growth in business rate base   | Annual     | 0.5%                            |
| Healthy, safe and engaged communities                                       | No. of visits to council leisure centres   | Quarterly  | 117,000                         |
|   | No. of people referred to social prescribing, including Population Health Management                                   | Quarterly  | 175                             |
|   | No. of volunteer community groups supported to improve by the Council  | Quarterly  | 25                              |
|   | % of service requests received online  | Quarterly  | 50%                             |
|   | % of customers dissatisfied with the service they have received from the Council                                       | Quarterly  | Less than 17%                   |
|   | % increase in visitor numbers  | Annual     | +2%                             |

47. In addition to delivery indicators, the Council also measures outcomes compared to national and regional performance indicators. The proposed indicators are:

| Indicator   | Frequency | Target                    |
|---|-----------|---------------------------|
| Overall employment rate   | Quarterly | Better than Regional Avg. |
| The number of claimants as a proportion of resident population of the area aged 16-64 | Quarterly | Better than Regional Avg. |
| Town Centre Vacancy Rate  | Quarterly | Better than National Avg. |
| Median Workplace Earnings better than the North West Average                          | Annual    | Better than Regional Avg. |
| Earnings by place of residence (better than the North West average)                   | Annual    | Better than Regional Avg. |
| % of the population with NVQ level 3 and above  | Annual    | Better than Regional Avg. |

48. The resident survey is not due to be collected in 2023 as this is undertaken every two years and will be repeated in 2024. The indicators included are:

- % people satisfied with their neighbourhood as a place to live
- % of people who feel they cannot influence decision making in their local area,
- % of population satisfied with parks and open spaces,
- % of the population feeling safe during the day,
- % of the population feeling safe at night,
- Satisfaction with street cleanliness,
- % residents satisfied with the way the Council runs things,
- % residents who feel that Chorley Council provide value for money.

### **Climate change and air quality**

49. In particular the report impacts on the following activities:
- a. net carbon zero by 2030,
  - b. energy use / renewable energy sources
  - c. waste and the use of single use plastics,
  - d. sustainable forms of transport,
  - e. air quality,
  - f. flooding risks,
  - g. green areas and biodiversity.

### **Equality and diversity**

50. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services and opportunities. An assessment is attached at Appendix D. which details the number of positive impacts the strategy intends to deliver.

51. As the strategy is delivered over the next 12 months and each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

### **Risk**

52. The Council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the corporate strategy, the main risks will be related to resourcing and finance, particularly the impacts of the poor economic forecasts and predictions at a national level, including the cost of living crisis. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

### **Comments of the Statutory Finance Officer**

53. The financial implications of the Corporate Strategy will be reflected in the development of the 2023/24 Budget and Medium Term Financial Strategy in terms of both capital and revenue expenditure; this will be presented to Council for approval in February 2023.

### **Comments of the Monitoring Officer**

54. The Corporate Strategy is a local initiative and not a statutory requirement. The individual projects within it will give rise to legal implications in terms of best value and compliance with procurement rules etc. These are addressed in detail in reports relating to each specific project.

### **Background documents**

There are no background papers to this report

### **Appendices**

Appendix A Chorley Council Corporate Strategy 2022/2023 (Full Version)

Appendix B Chorley Council Corporate Strategy (Summary Version)

Appendix C Corporate Strategy Projects Position Statement

Appendix D Equality Impact Assessment

| Report Author:   | Email:  | Date:      |
|--|---|------------|
| Howard Anthony, Victoria Willett<br>(Performance & Partnerships Team<br>Leader, Director of Change and Delivery) | howard.anthony@chorley.gov.uk,<br>victoria.willett@chorley.gov.uk | 28/10/2022 |